

RED	YELLOW	BLUE	GREEN	BLACK
PINK	ORANGE	BROWN	GRAY	PURPLE
GREEN	GRAY	BLACK	BLUE	YELLOW
GRAY	BROWN	PINK	ORANGE	BLUE
YELLOW	RED	GREEN	BLACK	GRAY
BLACK	BROWN	PURPLE	ORANGE	PINK
PURPLE	BLACK	YELLOW	RED	GREEN
ORANGE	PINK	BROWN	GRAY	PURPLE



The 60km Journey and the Political Relay Race

Ms Zinzi Mphahlele



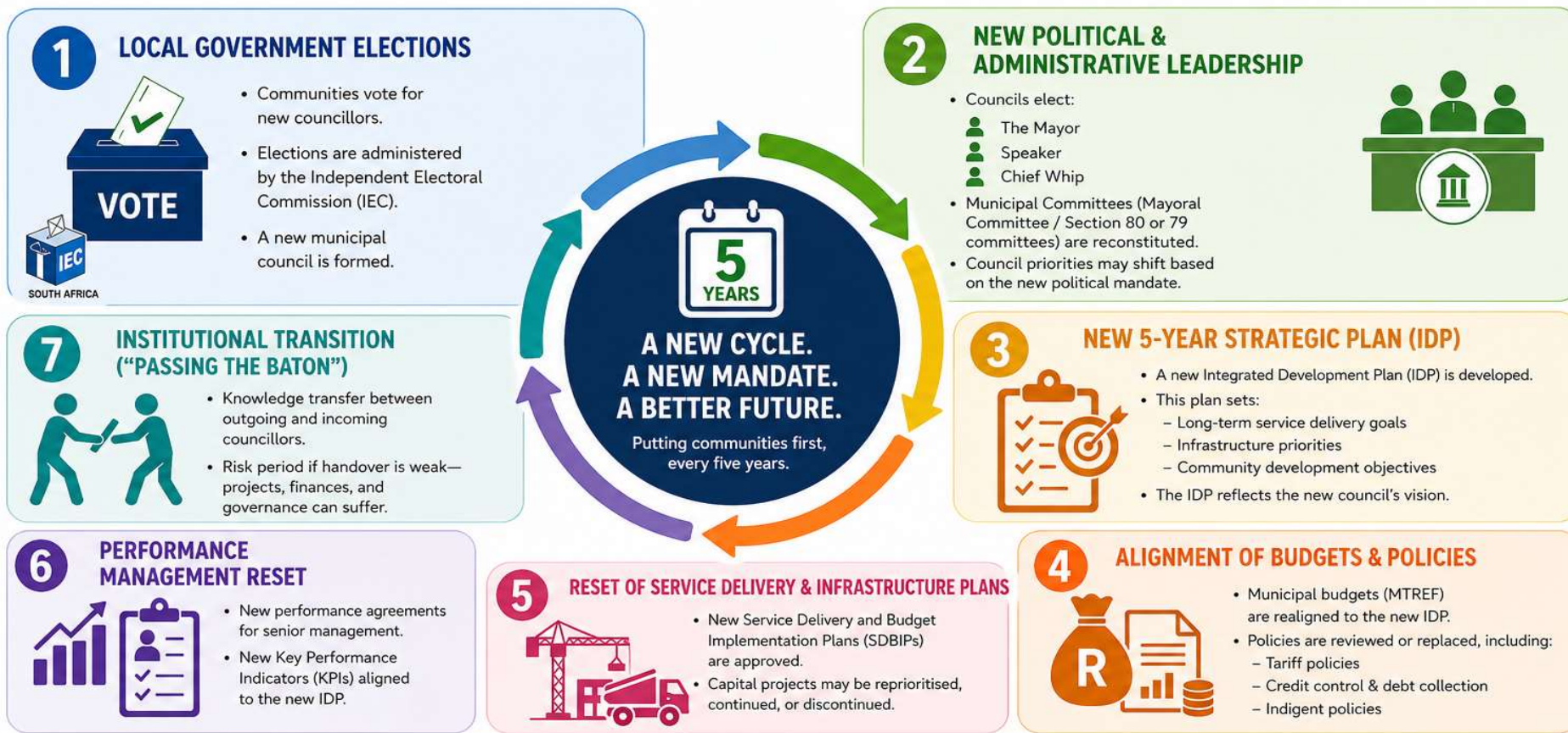
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WHAT HAPPENS EVERY FIVE YEARS IN LOCAL GOVERNMENT?

— A 5-YEAR CYCLE THAT RESETS LEADERSHIP, PLANS AND PRIORITIES TO DELIVER BETTER SERVICES TO COMMUNITIES. —



IN SIMPLE TERMS
Every five years, local government:

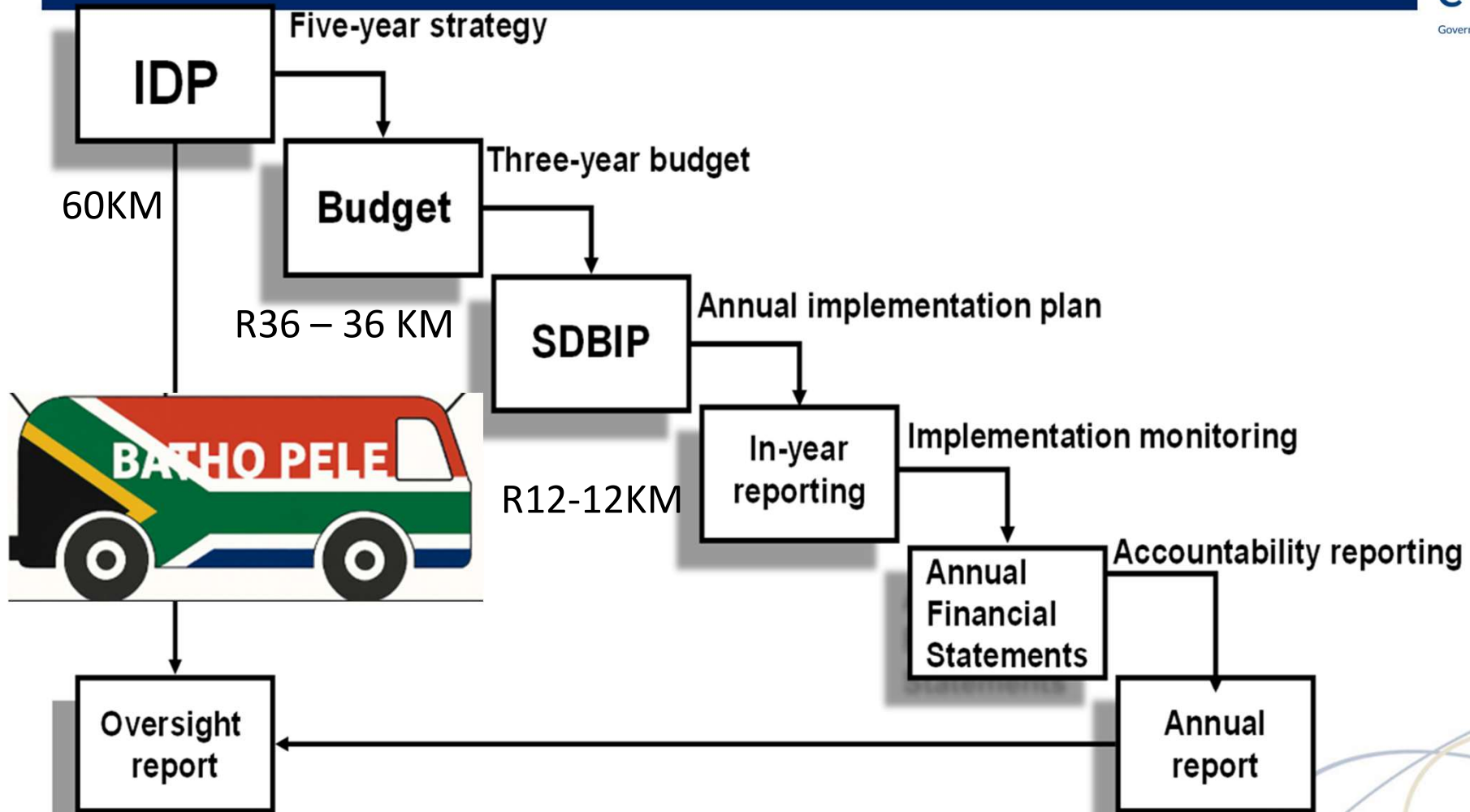
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Elects new leaders Sets a new vision Replans spending Reprioritises service delivery Resets accountability

WHY IT MATTERS
A successful 5-year cycle means better governance, sound finances and improved services that change lives.

BATHO PELE. PEOPLE FIRST.

Accountability cycle



Accuracy of information depends on:

- Organisational structure aligned to basic services
- Sound municipal policies, processes and procedures
- Standard chart of accounts for municipalities

Political Relay

Every new leadership team is a “new dawn” — a fresh start. But that doesn’t mean starting from scratch



TRANSITION PERIOD RISKS ALIGNED TO BATHO PELE PRINCIPLES

New leadership. Same community. Same expectations. Better service delivery.



RISK AREA	WHAT GOES WRONG DURING TRANSITION	BATHO PELE PRINCIPLE COMPROMISED	REAL MUNICIPAL EXAMPLE (SOUTH AFRICA)	IMPACT ON COMMUNITIES	BATHO PELE-ALIGNED MITIGATION ACTION
LOSS OF INSTITUTIONAL MEMORY	<ul style="list-style-type: none"> Poor handover; projects abandoned; critical information lost. 	CONTINUITY & VALUE FOR MONEY Services and resources are wasted; progress is lost.	Housing and road projects stalled after council changes in Vhembe District Municipality.	Delayed housing, repeated planning and higher costs.	Formal handover reports; maintain project registers; retain key officials during transition to protect institutional knowledge.
PROJECT STOPPAGES	<ul style="list-style-type: none"> New leadership halts inherited projects or reprioritises without proper assessment. 	SERVICE STANDARDS Agreed service levels are not delivered.	Infrastructure projects paused post-elections in Mopani District Municipality.	Incomplete infrastructure; broken promises; communities without services.	Honour approved service standards; change only with evidence and community consultation.
GRANT LOSSES	<ul style="list-style-type: none"> Delayed implementation plans and reporting; non-compliance with grant conditions. 	VALUE FOR MONEY Public funds are lost; opportunities missed.	Conditional grant forfeitures in Lepelle-Nkumpi Local Municipality.	Lost funding; reduced services; backlogs increase.	Early grant planning; monthly monitoring and reporting to ensure every rand benefits the community.
BUDGET MISALIGNMENT	<ul style="list-style-type: none"> Political priorities override approved plans and community needs. 	CONSULTATION Community priorities are ignored.	Mid-year capital budget shifts in Maluti-a-Phofung Local Municipality.	Community needs not addressed; projects do not reflect local priorities.	Reconfirm priorities through IDP-aligned processes and meaningful community engagement.
WEAK FINANCIAL CONTROLS	<ul style="list-style-type: none"> Late payments; rushed SCM decisions; poor cost control. 	VALUE FOR MONEY & TRANSPARENCY Resources are misused or wasted.	Contractor non-payment contributing to service stoppages in Emfuleni Local Municipality.	Service interruptions; unpaid creditors; higher costs to municipality.	Maintain payment discipline; strengthen SCM oversight and cost containment measures.
ACCOUNTABILITY VACUUM	<ul style="list-style-type: none"> Performance agreements delayed; unclear accountability. 	ACCOUNTABILITY No consequences for poor performance.	Acting appointments and unsigned performance contracts in Ditsobotla Local Municipality.	Poor oversight; low performance; communities suffer.	Immediate performance agreements; clear accountability framework from day one.
POLITICAL-ADMINISTRATIVE INSTABILITY	<ul style="list-style-type: none"> Role confusion; constant instruction changes; blurred governance lines. 	OPENNESS & TRANSPARENCY Resources are unclear; information is not shared.	Governance instability impacting service delivery in Mangaung Metropolitan Municipality.	Slow decisions; projects delayed; administrative paralysis.	Clarify roles and delegations; adopt transparent decision-making and communication protocols.
COMMUNITY TRUST EROSION	<ul style="list-style-type: none"> Service failures blamed on "transition"; poor communication. 	COURTESY & INFORMATION People are not treated with respect or informed.	Post-election service protests in Nelson Mandela Bay Metropolitan Municipality.	Anger, protests, non-payment for services; trust lost.	Communicate honestly and timeously; provide accurate information on service plans and timelines.

OUR COMMITMENT.
OUR PEOPLE. OUR FUTURE.
Batho Pele in everything we do.



CONSULTATION
We involve people in decisions.



SERVICE STANDARDS
We set clear standards and deliver on them.



VALUE FOR MONEY
We use resources wisely to deliver results.



ACCOUNTABILITY
We take responsibility and report on results.



OPENNESS & TRANSPARENCY
We are open, clear and honest.



COURTESY & INFORMATION
We treat people with respect and keep them informed.

NEW CYCLE. NEW MANDATE. A BETTER FUTURE.
Same community. Same expectations. Better service delivery.



Average delay on municipal infrastructure projects? Nearly two years

Councils get the money but fail to spend it, says AG.

 Antoinette Slabbert · 6 Sep 2024 04:03



Makana Municipality in the Eastern Cape did not spend a cent of its water services infrastructure grant despite persistent problems with water provision in Makhanda. Image: Shutterstock



Underspending on infrastructure grants

MUNICIPAL INFRASTRUCTURE GRANT (190 municipalities)

URBAN SETTLEMENT DEVELOPMENT GRANT (8 metros)

PUBLIC TRANSPORT NETWORK INFRASTRUCTURE GRANT (11 municipalities)

REGIONAL BULK INFRASTRUCTURE GRANT (36 municipalities)

WATER SERVICES INFRASTRUCTURE GRANT (96 municipalities)

Overall, the main reasons for underspending on infrastructure grants were poor planning, delays in appointing contractors and inadequate contract management. The underspending of these key infrastructure grants shows that the affected municipalities have failed to deliver on the promises they made to their residents. To better understand the root causes behind this underspending, we unpack the results from our site visits to infrastructure projects later in this section.



FROM FORGE TO FORTE

IN LOCAL GOVERNMENT

THE 60 KM RELAY – FIVE-YEAR MUNICIPAL CYCLE

KM 0 – 20

THE FORGE

Formed Under Pressure



- New mandate
- High expectations
- Inherited challenges
- Systems under strain
- Shaping the institution

KM 20 – 40

THE HAMMER ZONE

Capacity Tested and Built



- Reforms and corrections
- Budgets refined
- Performance management
- Building capacity
- Learning through challenges

KM 40 – 55

COOLING & ALIGNMENT

Stability Begins to Show



- Audit outcomes improve
- Service delivery stabilises
- Better coordination
- Alignment of IDP, budget & implementation
- Systems start to work

KM 55 – 60

THE FORTE

Strength, Competence & Confident Delivery



- Financial discipline
- Consistent service delivery
- Responsive leadership
- Institutional memory
- Batho Pele in practice
- Delivering with pride

BEYOND 60

THE HANDOVER

Pass the Baton, Protect the Progress



- Document & share institutional memory
- Ensure smooth transition
- Protect systems & gains
- Set the next council up for success

20 KM

40 KM

55 KM

60 KM

ONE JOURNEY. ONE BATON. ONE PURPOSE.
BETTER COMMUNITIES.

THE BATON WE CARRY

- Public Trust
- Resources
- Institutional Knowledge
- Systems & Processes
- Commitment to Communities



LEAD WELL. HAND OVER WELL.
LEAVE A LEGACY THAT LASTS.

THE BATON WE PASS ON

- ✓ Stronger Systems
- ✓ Better Services
- ✓ Financial Sustainability
- ✓ Skilled & Committed Teams
- ✓ Communities that Thrive

**STRONG MUNICIPALITIES
ARE NOT BORN.
THEY ARE FORGED,
REFINED,
AND PASSED ON
WITH CARE.**

60 KM OF RESPONSIBILITY

5 YEARS OF STEWARDSHIP

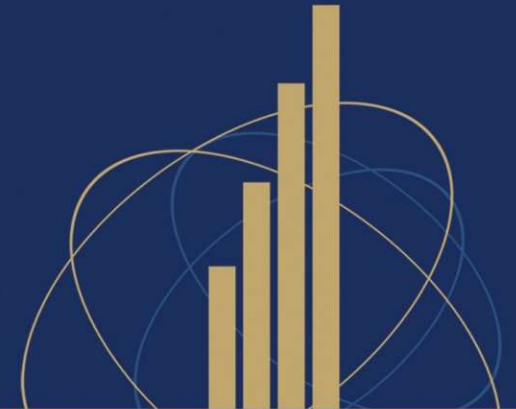
1 BATON OF TRUST

COUNTLESS LIVES IMPACTED

FROM FORGE TO FORTE. TOGETHER, WE COMPLETE THE RELAY.



Thank You!



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